

PROCEDURES FOR IDENTIFYING HIGH-POTENTIAL  
EXECUTIVE AND MANAGEMENT CANDIDATES

1. Identification of Requirements. Activities will inventory their current executive and manager population for turnover and retirement potential every 2 years or more often if they deem necessary. This information is the gross requirement for new executives and managers. Long-range objectives, goals, priorities of higher level command, projected ceiling targets, average grade goals, and organizational realignments will be quantified to obtain any adjustment factor to the gross requirements for new executives and managers. These projected requirements should cover a period of 5 years. The net requirement should indicate the number, grade, and occupational area.
2. Command and Department-wide Requirements. Activities will inform their major claimant of forecasted executive and manager requirements by 4 August 1975. Forecasts will depict the requirements by number, grade, and occupational area and will show the number of GS-13-15s (or equivalent) currently identified as potential executives or managers within each occupational area. Major claimants will review the activity manpower forecasts every 2 years or more often if they deem necessary and make command projections based on the activity forecasts. Command projections should include long-range objectives, goals, priorities and provide for higher level manpower reviews. Major claimants will inform Department of the Navy Civilian Executive Management Board (CEMB) of their forecasted executive requirements every 2 years. Initial executive forecasts should be forwarded to the CEMB via OCMM Code 232 by 5 September 1975. Forecasted executive requirements to the CEMB should be portrayed according to number, grade, and occupational area and the number of GS-15s (or equivalent) currently identified as potential executives within each occupational area.
3. Announcing Executive and Management Development Opportunities. The CEMB will examine the executive manpower forecasts in light of law limitations, ever-changing operational requirements and priorities, and the number of currently identified high-potential GS-15s. Department-wide executive requirements will be based on these conditions and adjustments, if necessary, will be made to command executive forecasts. The CEMB will inform the command headquarters by 3 October 1975 of projected Department-wide executive manpower requirements that the system can support. The command headquarters will use these adjusted executive manpower requirements as part of their aggregated managerial manpower requirements. Commands will then direct their activities to announce to all GS-13-15s (or equivalent) the projected executive and managerial development opportunities by 31 October 1975. Commands and activities that review their executive and manager manpower requirements at periodic intervals within the 2 year time frame are to announce the executive and management development opportunities as they arise. Announcements should identify the number, grade, and occupational area of their career developmental opportunities; specify nomination procedures and criteria for evaluation; and emphasize that selection as a high-potential candidate for

Enclosure (1)

OCMMINST 12412.2

the program does not represent a guarantee for promotion. Enclosure (2) is an example of such an announcement.

4. Self-Nomination. Employees (GS-13-15 or equivalent) who wish to compete for selection to the Executive and Management Development Program may nominate themselves. Additionally, activity management is charged with encouraging those employees it believes to possess executive or managerial potential to self-nominate. Enclosure (3) is a self-nomination form which employees must complete and submit along with a completed Standard Form 171 directly to the activity civilian personnel office (CPO).

5. Supervisory Appraisal. The CPO will have the first and second level supervisors of the self-nominated candidate complete an Executive and managerial Potential Appraisal Form (Enclosure (4)) on the applicant. Additional appraisals should be obtained from former supervisors if the former supervisor is considered to have been in a position to observe the specific behaviors being evaluated.

6. Panel Interview. It is suggested that the head of each activity establish a panel (or panels) of top management to review the nomination and appraisal forms of all applicants. The panel(s) may review the nominations and appraisals as an initial screening of the applicants, but should conduct personal interviews in making their final selection. The personal interview is an essential ingredient in the selection process and should be used by the panel to explore the personal and professional background of each applicant. Questions should be developed prior to the interview. They should be phrased in such a manner as to elicit responses displaying possession of essential job characteristics common to executive or manager positions and to indicate the motivation, work standards, initiative, interest in self-development, goal orientation and planning of the applicant. Where top managers are themselves candidates for the program, regional or national panels may be considered. If regional panels are used, consultation with the appropriate regional office of Civilian Manpower Management (ROCMM) should be held for coordination. The panel(s) should consider all materials and submit their recommendations of high-potential candidates for development to the head of the activity.

7. Activity Selection and Endorsement. The head of the activity, using panel recommendations if made, will select those GS-13 and 14s he considers to possess managerial potential and will endorse to the headquarters command those GS-15s he feels possess executive potential. An endorsement letter should be submitted by 5 December 1975 to the command headquarters along with all supporting material for each GS-15 applicant. Executive inventory records for GS-15s should be included in the supporting material whenever possible. The number of applicants selected or endorsed should be relative to the number of activity, command, and Department-wide executive and managerial developmental opportunities announced. Guidance on the number of applicants selected is provided in reference (b).

Enclosure (1)

8. Command Review and Selection. It is suggested that command headquarters establish a panel of high-level personnel to review the GS-15 nominations and make recommendations for selection as a high-potential executive candidate to the commander of the headquarters command. Whenever possible, field activities should be represented on the selection panels. Panels may conduct personal interviews with prospective candidates. Headquarters commanders will make the final determination by 16 January 1976 of high-potential GS-15s. The number of candidates selected for executive development should be relative to the number of command and Department-wide executive development opportunities announced. Reference (b) provides guidance on the number of candidates to be selected.

9. Notification. All applicants to the Executive and Management Development Program are to be notified of their status via their chain of command. Non-selection for the program does not carry the implication of a lack of high-potential. Most likely, non-selection would occur as a result of a limited number of executive and managerial development opportunities available thereby restricting the number of candidates selected. Activities should make certain that those candidates not selected or those employees who did not apply for the program continue to be developed based not only on activity or command objectives, but on the employees' career objectives as well.

10. Guidance and Individual Development Plan (IDP) Control. Supervisors of high-potential executive and managerial candidates, with support from their civilian personnel office are responsible for identifying general and individual developmental needs, counseling candidates on executive and managerial opportunities and qualifications requirements thereof, and for translating these general requirements and opportunities into recommended individual developmental plans for successful candidates. By 20 February 1976, or within 30 days of selection as a high-potential executive or manager, successful candidates, in consultation with their supervisors, will have developed an IDP covering a 24 month period. Guidance in developing IDPs is provided in reference (c). By 12 March 1976, a copy of all high-potential executive and manager candidates' IDPs will be forwarded to command headquarters. Command headquarters will review the IDPs of all high-potential candidates. By 26 March 1976, they will forward the IDPs of high-potential GS-15 executive candidates to the CEMB for review. Command headquarters and the CEMB will review the IDPs to determine that developmental objectives are relevant and that an appropriate level of effort is being expended on executive and management development.

11. Resources and Assignments. Heads of commands and activities are to ensure that the resources necessary to support executive and managerial development effort in the field and headquarters are obtained and to establish plans and procedures deemed necessary to implement and monitor the executive and management development program within their organizations. Developmental assignments between headquarters commands, between field activities, and between headquarters commands and field activities should be supported and facilitated by all organizations.

OCMMINST 12412.2

SUMMARY

<u>Required Action</u>	<u>Organizational Component</u>	<u>Due or Completion Date</u>
Inventory current executive and manager population for turnover and retirement potential	Activity	Every 2 years. Make projected requirements for a 5 year period.
Inform major claimant of forecasted executive and manager requirements	Activity	4 August 1975
Review activity manpower forecasts	Major Claimant	Every 2 years or more often, if necessary
Inform Department of the Navy Civilian Executive Management Board (CEMB) via OCMM Code 232 of forecasted executive requirements	Major Claimant	Every 2 years. Initial executive forecasts due 5 September 1975
Inform command headquarters of projected Department-wide executive manpower requirements which can be supported	CEMB	3 October 1975
Announce to all GS-13-15s (or equivalent) projected executive and management development opportunities	Activity	31 October 1975
Announce executive and management development opportunities	Activity	As they arise within the 2-year time frame
Identify and endorse to the headquarters command GS-15s possessing executive potential with supporting material for each GS-15 applicant	Activity	5 December 1975
Make final determination of high-potential GS-15s	Headquarters Command	16 January 1976

Enclosure (1)

OCMMINST 12412.2

<u>Required Action</u>	<u>Organizational Component</u>	<u>Due or Completion Date</u>
Develop an Individual Development Plan (IDP) covering a 24-month period for each high-potential executive and managerial candidate	Activity	20 February 1976 or within 30 days of selection
Forward copy of all high-potential executives' and managers' IDPs to command headquarters	Activity	12 March 1976
Forward the IDPs of high-potential candidates to CEMB for review	Headquarters Command	26 March 1976

Enclosure (1)

ANNOUNCEMENT OF  
THE EXECUTIVE AND MANAGEMENT DEVELOPMENT PROGRAM

MEMORANDUM

From: Commanding Officer  
To: All GS-13-15 employees

Subj: Executive and Management Development Program

Ref: (a) OCMMINST 12412.2 of

Encl: (1) NAVSO Form 12412/4(12-74) Self-nomination

1. In accordance with reference (a), \_\_\_\_\_ is informing all employees, GS-13-15 (or equivalent), of the Department of the Navy Executive and Management Development Program. All employees GS-13-15 who wish to be considered for a 24-month development program toward one of the objectives listed below may nominate themselves by completing enclosure (1) and submitting it along with a completed Standard Form 171, to the civilian personnel office by \_\_\_\_\_.

2. This information will be used, along with two supervisory appraisals and a panel interview, to assess your executive or managerial potential. The panel will make its recommendations known to the commanding officer. Final determination of high-potential manager candidates (GS-13/14) will be made by the commanding officer, based on the panel's recommendations and his own knowledge of the candidates. High-potential executive candidates (GS-15) will be endorsed to command headquarters, where the headquarters commander will make the final determination.

3. Each candidate's potential will be evaluated on leadership and management abilities as well as special qualifications pertinent to the specific career objective toward which the development will be directed.

4. Selection as a high-potential candidate for one of the career objectives listed does not represent a guarantee of promotion or selection. Non-selection for the program does not carry the implication of a lack of high potential. Most likely, non-selection would occur as a result of a limited number of executive or managerial development opportunities available.

DEVELOPMENT OBJECTIVES

Activity:

1 GS-14 Personnel Administrator

2 GS-13 Program Management

Enclosure (2)

OCMMINST 12412.2

1 GS-13 Financial Management

Systems Command:

1 GS-15 Program Management

1 GS-15 Financial Management

2 GS-14 Scientific Research

2 GS-14 Engineering

4 GS-13 Labor/Management Relations

**SELF NOMINATION**

**EXECUTIVE AND MANAGEMENT DEVELOPMENT PROGRAM**

NAVSO 12412/4 (12-74)

**PART I**

**1. CAREER OBJECTIVE**

**2. NAME** \_\_\_\_\_ **TELEPHONE** \_\_\_\_\_

**ORGANIZATION** \_\_\_\_\_ **CODE** \_\_\_\_\_

**3. NAME OF SUPERVISOR** \_\_\_\_\_

**PART II**

THE FOLLOWING CONDITIONS MAY BE NECESSARY TO RECEIVE SERIOUS CONSIDERATION FOR CERTAIN DEVELOPMENT OPPORTUNITIES. PLEASE CHECK THOSE COMMITMENTS WHICH YOU ARE WILLING TO MAKE AND NOTE ANY MODIFICATION OR CONDITIONS WHICH ARE APPROPRIATE TO YOUR PLANS OR CIRCUMSTANCES.

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**SELF DEVELOPMENT:** CONTRIBUTE A PORTION OF YOUR OWN RESOURCES AND TIME FOR STUDY AND PERSONAL IMPROVEMENT.

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**INCREASED WORKLOAD:** IN ADDITION TO YOUR PRESENT RESPONSIBILITIES, ACCEPT SPECIAL ASSIGNMENTS WITH TASK FORCE COMMITTEES, DETAILS, OR OTHERS.

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**DETAIL:** WILLINGNESS TO ACCEPT A DETAIL OUTSIDE THE COMMUTING AREA.

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**NO PROMOTION GUARANTEE:** UNDERTAKE ALL DEVELOPMENTAL EFFORTS WITHOUT ANY PRIOR COMMITMENT TO REWARD OR PROMOTION.

**COMMENTS ON ABOVE ITEMS:**

**PART III**

**1. WORK RECORD:**

DESCRIBE THOSE ACHIEVEMENTS WHICH YOU THINK ARE SIGNIFICANT EVIDENCE THAT YOU HAVE A HIGHLY SUCCESSFUL RECORD OF WORK ACCOMPLISHMENTS AND ABOUT WHICH THE SELECTING OFFICIAL SHOULD KNOW:

2. LEADERSHIP CAPABILITY AND POTENTIAL

DESCRIBE THOSE WORK AND NON-WORK ACTIVITIES WHICH YOU FEEL INDICATE THAT YOU HAVE OUTSTANDING LEADERSHIP CAPABILITY OR POTENTIAL:

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3. EXPLAIN WHY YOU WANT TO PARTICIPATE IN THIS PROGRAM.

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4. DEVELOPMENT NEEDED

A. WHAT KIND OF POSITION(S) DO YOU ASPIRE TO IN THE NEXT 1 TO 5 YEARS AND 6 TO 10 YEARS?

B. LIST THE KIND OF ASSIGNMENTS AND TRAINING COURSES YOU THINK WOULD BE MOST BENEFICIAL TO YOU.

6. ARE THERE ANY OTHER PERTINENT FACTS AND/OR FACTORS WHICH SHOULD BE TAKEN INTO CONSIDERATION IN ASSESSING YOUR POTENTIAL AND DEVELOPMENTAL OR CAREER GOALS?

SIGNATURE

DATE

ATTACH STANDARD FORM 171 AS BACKGROUND

**Approved For Release 1999/09/24 : CIA-RDP82-00357R000800200020-4****SELF NOMINATION****EXECUTIVE AND MANAGEMENT DEVELOPMENT PROGRAM**

NAVSO 12412/4 (12-74)

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**EXECUTIVE AND MANAGEMENT DEVELOPMENT PROGRAM**

NAVSO 12412/4 (12-74)

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NAVSO 12412/4 (12-74)

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**NO PROMOTION GUARANTEE:** UNDERTAKE ALL DEVELOPMENTAL EFFORTS WITHOUT ANY PRIOR COMMITMENT TO REWARD OR PROMOTION.

---

COMMENTS ON ABOVE ITEMS:

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**PART III**

**1. WORK RECORD:**

DESCRIBE THOSE ACHIEVEMENTS WHICH YOU THINK ARE SIGNIFICANT EVIDENCE THAT YOU HAVE A HIGHLY SUCCESSFUL RECORD OF WORK ACCOMPLISHMENTS AND ABOUT WHICH THE SELECTING OFFICIAL SHOULD KNOW:

2. LEADERSHIP CAPABILITY AND POTENTIAL

DESCRIBE THOSE WORK AND NON-WORK ACTIVITIES WHICH YOU FEEL INDICATE THAT YOU HAVE OUTSTANDING LEADERSHIP CAPABILITY OR POTENTIAL:

---

3. EXPLAIN WHY YOU WANT TO PARTICIPATE IN THIS PROGRAM.

---

4. DEVELOPMENT NEEDED

A. WHAT KIND OF POSITION(S) DO YOU ASPIRE TO IN THE NEXT 1 TO 5 YEARS AND 6 TO 10 YEARS?

B. LIST THE KIND OF ASSIGNMENTS AND TRAINING COURSES YOU THINK WOULD BE MOST BENEFICIAL TO YOU.

## INSTRUCTIONS

FOLLOWING IS A LIST OF CHARACTERISTICS WHICH ARE RELATED TO SUCCESS IN SOME OR ALL MANAGERIAL POSITIONS. FROM YOUR OBSERVATION OF THE APPLICANT'S BEHAVIOR, DECIDE HOW WELL EACH STATEMENT DESCRIBES HIM AND PLACE A ✓ IN THE APPROPRIATE COLUMN. IF YOU HAVE NOT HAD AN OPPORTUNITY TO OBSERVE THE APPLICANT ON A PARTICULAR CHARACTERISTIC, CHECK THE "NOT OBSERVED" COLUMN. IF YOU FEEL THAT THE CHARACTERISTIC DOES NOT APPLY TO THE TARGET POSITION, CHECK THE "N/A" COLUMN.

	HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A
1. Continuously seeks self-improvement through training, education, and volunteering for more difficult tasks/ assignments.							
2. Determines realistic EEO and other social objective needs and establishes affirmative action programs.							
3. Has a good understanding of the Federal personnel, budget, and contract and procurement systems.							
4. Is thoroughly informed about agency goals and operations, and is knowledgeable about the internal agency organization.							
5. Understands how the work of other parts of the agency impinges on the work of his particular unit and knows when and with whom to coordinate.							
6. Is fully abreast of developments in labor management relations, and understands the role of unions and other employee organizations in his agency.							
7. Is both realistic and innovative in making long-range program plans.							
8. Recognizes when reorganization is desirable and is able to devise organizational structures which meet current needs.							
9. Establishes and uses controls to make certain work is proceeding properly.							
10. Adjusts readily to changes in mission, policy, organization, and personnel.							
11. Works effectively with peers in task forces or in other group settings.							
12. Neither too pliant nor too rigid.							
13. Makes quality decisions.							
14. Makes decisions readily but not without making sure of the facts.							
15. Foresees problems and takes necessary action to prevent their becoming critical.							
16. Broad-gauged in his approach to problems.							
17. Can handle a lot of different problems at the same time.							

**EXECUTIVE/MANAGERIAL POTENTIAL APPRAISAL**  
NAVSO 12412/5 (12-74)

THE OBJECTIVE OF EXECUTIVE AND MANAGEMENT DEVELOPMENT IS TO PROVIDE AN OPPORTUNITY FOR SELECTED EMPLOYEES AT GRADE GS-13/15 OR EQUIVALENT TO PREPARE FOR EXECUTIVE/MANAGERIAL RESPONSIBILITIES WITHIN THE DEPARTMENT OF NAVY.

THE PURPOSE OF THIS EVALUATION IS TO ASSESS THE POTENTIAL OF APPLICANTS TO BE EXECUTIVES/MANAGERS. YOUR EVALUATION, AS A FIRST- OR SECOND-LINE SUPERVISOR OF AN APPLICANT, WILL BE USED ALONG WITH OTHER INFORMATION TO SELECT THE FINAL GROUP OF PARTICIPANTS.

(1) APPLICANT'S NAME (LAST, FIRST, MI)	(2) APPLICANT'S SSN
(3) APPLICANT'S POSITION TITLE, SERIES AND GRADE	(4) AGENCY-BUREAU-DIVISION
(5) RATER'S NAME (LAST, FIRST, MI)	(6) RATER'S POSITION TITLE
(7) NO. MONTHS SUPERVISED APPLICANT	(8) DATE OF APPRAISAL

CHECK ONE: ☐ FIRST-LEVEL SUPERVISOR OF APPLICANT ☐ SECOND-LEVEL SUPERVISOR OF APPLICANT

EVALUATE THE APPLICANT ON EACH OF THE LISTED CHARACTERISTICS AND THEN GIVE YOUR BEST OVERALL ASSESSMENT OF HIS\* POTENTIAL FOR EXECUTIVE/MANAGERIAL RESPONSIBILITIES. YOUR EVALUATIONS SHOULD REFLECT ONLY YOUR PERSONAL JUDGMENT, SO PLEASE DO NOT DISCUSS YOUR RATINGS WITH OTHERS.

40. In adversary situations, is able to negotiate effectively to reach an acceptable solution.
41. Has a high level of energy.
42. Has a realistic perception of his own strengths and weaknesses.
43. Self-starting to influence events.
44. Performs well under stress and pressure.
45. Knows when to touch base with his superiors before acting and keeps them informed.
46. Cooperative in situations when a decision has been reached with which he did not agree.

HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A

OVERALL, HOW WOULD YOU EVALUATE THE APPLICANT'S POTENTIAL FOR ASSUMING EXECUTIVE/MANAGERIAL RESPONSIBILITIES IN THE REASONABLY NEAR FUTURE?

- ☐ HAS OUTSTANDING POTENTIAL
- ☐ HAS VERY GOOD POTENTIAL
- ☐ HAS GOOD POTENTIAL
- ☐ POTENTIAL IS MARGINAL
- ☐ NOT A POTENTIAL EXECUTIVE/MANAGER

RATER'S SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_



## INSTRUCTIONS

FOLLOWING IS A LIST OF CHARACTERISTICS WHICH ARE RELATED TO SUCCESS IN SOME OR ALL MANAGERIAL POSITIONS. FROM YOUR OBSERVATION OF THE APPLICANT'S BEHAVIOR, DECIDE HOW WELL EACH STATEMENT DESCRIBES HIM AND PLACE A ✓ IN THE APPROPRIATE COLUMN. IF YOU HAVE NOT HAD AN OPPORTUNITY TO OBSERVE THE APPLICANT ON A PARTICULAR CHARACTERISTIC, CHECK THE "NOT OBSERVED" COLUMN. IF YOU FEEL THAT THE CHARACTERISTIC DOES NOT APPLY TO THE TARGET POSITION, CHECK THE "N/A" COLUMN.

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Approved For Release 1999/09/24 : CIA-RDP82-00357R000800200020-4

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NAVS0 12412/5 (12-74)

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5. ARE THERE ANY OTHER PERTINENT FACTS AND/OR FACTORS WHICH SHOULD BE TAKEN INTO CONSIDERATION IN ASSESSING YOUR POTENTIAL AND DEVELOPMENTAL OR CAREER GOALS?

SIGNATURE

DATE

ATTACH STANDARD FORM 171 AS BACKGROUND

2. LEADERSHIP CAPABILITY AND POTENTIAL

DESCRIBE THOSE WORK AND NON-WORK ACTIVITIES WHICH YOU FEEL INDICATE THAT YOU HAVE OUTSTANDING LEADERSHIP CAPABILITY OR POTENTIAL:

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3. EXPLAIN WHY YOU WANT TO PARTICIPATE IN THIS PROGRAM.

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4. DEVELOPMENT NEEDED

A. WHAT KIND OF POSITION(S) DO YOU ASPIRE TO IN THE NEXT 1 TO 5 YEARS AND 6 TO 10 YEARS?

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**SELF NOMINATION**

**EXECUTIVE AND MANAGEMENT DEVELOPMENT PROGRAM**

NAVSO 12412/4 (12-74)

**PART I**

**1. CAREER OBJECTIVE**

2. NAME \_\_\_\_\_ TELEPHONE \_\_\_\_\_

ORGANIZATION \_\_\_\_\_ CODE \_\_\_\_\_

3. NAME OF SUPERVISOR \_\_\_\_\_

**PART II**

THE FOLLOWING CONDITIONS MAY BE NECESSARY TO RECEIVE SERIOUS CONSIDERATION FOR CERTAIN DEVELOPMENT OPPORTUNITIES. PLEASE CHECK THOSE COMMITMENTS WHICH YOU ARE WILLING TO MAKE AND NOTE ANY MODIFICATION OR CONDITIONS WHICH ARE APPROPRIATE TO YOUR PLANS OR CIRCUMSTANCES.

☐

**SELF DEVELOPMENT:** CONTRIBUTE A PORTION OF YOUR OWN RESOURCES AND TIME FOR STUDY AND PERSONAL IMPROVEMENT.

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**INCREASED WORKLOAD:** IN ADDITION TO YOUR PRESENT RESPONSIBILITIES, ACCEPT SPECIAL ASSIGNMENTS WITH TASK FORCE COMMITTEES, DETAILS, OR OTHERS.

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**DETAIL:** WILLINGNESS TO ACCEPT A DETAIL OUTSIDE THE COMMUTING AREA.

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COMMENTS ON ABOVE ITEMS:

**PART III**

**1. WORK RECORD:**

DESCRIBE THOSE ACHIEVEMENTS WHICH YOU THINK ARE SIGNIFICANT EVIDENCE THAT YOU HAVE A HIGHLY SUCCESSFUL RECORD OF WORK ACCOMPLISHMENTS AND ABOUT WHICH THE SELECTING OFFICIAL SHOULD KNOW:

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**EXECUTIVE AND MANAGEMENT DEVELOPMENT PROGRAM**

NAVSO 12412/4 (12-74)

**PART I**

**1. CAREER OBJECTIVE**

**2. NAME** \_\_\_\_\_ **TELEPHONE** \_\_\_\_\_

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**EXECUTIVE/MANAGERIAL POTENTIAL APPRAISAL**  
NAVSO 12412/5 (12-74)

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18. Perceives the point of view and sensitivities of others and responds with understanding.							
19. Recognizes the importance of staff development and sees that his subordinates have appropriate developmental opportunities.							
20. Delegates appropriately—does not try to keep total control over everything himself, but at the same time insures that important matters are in competent hands.							
21. Is knowledgeable about modern developments in data processing to the extent of being able to see applications of data processing in his work.							
22. Promotes career development of employees.							
23. Plans effectively for the accomplishment of large-volume work projects.							
24. Follows through to make sure that work is on schedule.							
25. Sets priorities effectively.							
26. Is effective in thinking of new ideas and solutions.							
27. Is reliable—you can depend on what he says.							
28. Faces up to unpleasant problems and situations.							
29. Gets along well with people from a variety of backgrounds.							
30. Doesn't let personal antagonisms or "turf" conflicts get in the way of program accomplishment.							
31. Is good in "selling" his ideas and persuading people.							
32. Is open-minded—listens to the ideas of others and is willing to change his views.							
33. Good at recognizing the key parts of complex problems—doesn't get lost on minor points or overlook important considerations.							
34. When things go wrong, he works to fix them instead of making excuses or trying to shift the blame.							
35. Motivates people who work for him to want to do their best.							
36. Has an impressive presence and manner—commands respect as a representative of the agency.							
37. Communicates very effectively in informal situations.							
38. Is an effective speaker—both in formal addresses and in question-and-answer sessions.							
39. His writing is clear, correct, and well organized.							

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NAVSO 12412/5 (12-74)

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EVALUATE THE APPLICANT ON EACH OF THE LISTED CHARACTERISTICS AND THEN GIVE YOUR BEST OVERALL ASSESSMENT OF HIS\* POTENTIAL FOR EXECUTIVE/MANAGERIAL RESPONSIBILITIES. YOUR EVALUATIONS SHOULD REFLECT ONLY YOUR PERSONAL JUDGMENT, SO PLEASE DO NOT DISCUSS YOUR RATINGS WITH OTHERS.

## INSTRUCTIONS

FOLLOWING IS A LIST OF CHARACTERISTICS WHICH ARE RELATED TO SUCCESS IN SOME OR ALL MANAGERIAL POSITIONS. FROM YOUR OBSERVATION OF THE APPLICANT'S BEHAVIOR, DECIDE HOW WELL EACH STATEMENT DESCRIBES HIM AND PLACE A ✓ IN THE APPROPRIATE COLUMN. IF YOU HAVE NOT HAD AN OPPORTUNITY TO OBSERVE THE APPLICANT ON A PARTICULAR CHARACTERISTIC, CHECK THE "NOT OBSERVED" COLUMN. IF YOU FEEL THAT THE CHARACTERISTIC DOES NOT APPLY TO THE TARGET POSITION, CHECK THE "N/A" COLUMN.

	HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A
1. Continuously seeks self-improvement through training, education, and volunteering for more difficult tasks/ assignments.							
2. Determines realistic EEO and other social objective needs and establishes affirmative action programs.							
3. Has a good understanding of the Federal personnel, budget, and contract and procurement systems.							
4. Is thoroughly informed about agency goals and operations, and is knowledgeable about the internal agency organization.							
5. Understands how the work of other parts of the agency impinges on the work of his particular unit and knows when and with whom to coordinate.							
6. Is fully abreast of developments in labor management relations, and understands the role of unions and other employee organizations in his agency.							
7. Is both realistic and innovative in making long-range program plans.							
8. Recognizes when reorganization is desirable and is able to devise organizational structures which meet current needs.							
9. Establishes and uses controls to make certain work is proceeding properly.							
10. Adjusts readily to changes in mission, policy, organization, and personnel.							
11. Works effectively with peers in task forces or in other group settings.							
12. Neither too pliant nor too rigid.							
13. Makes quality decisions.							
14. Makes decisions readily but not without making sure of the facts.							
15. Foresees problems and takes necessary action to prevent their becoming critical.							
16. Broad-gauged in his approach to problems.							
17. Can handle a lot of different problems at the same time.							

	HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A
18. Perceives the point of view and sensitivities of others and responds with understanding.							
19. Recognizes the importance of staff development and sees that his subordinates have appropriate developmental opportunities.							
20. Delegates appropriately—does not try to keep total control over everything himself, but at the same time insures that important matters are in competent hands.							
21. Is knowledgeable about modern developments in data processing to the extent of being able to see applications of data processing in his work.							
22. Promotes career development of employees.							
23. Plans effectively for the accomplishment of large-volume work projects.							
24. Follows through to make sure that work is on schedule.							
25. Sets priorities effectively.							
26. Is effective in thinking of new ideas and solutions.							
27. Is reliable—you can depend on what he says.							
28. Faces up to unpleasant problems and situations.							
29. Gets along well with people from a variety of backgrounds.							
30. Doesn't let personal antagonisms or "turf" conflicts get in the way of program accomplishment.							
31. Is good in "selling" his ideas and persuading people.							
32. Is open-minded—listens to the ideas of others and is willing to change his views.							
33. Good at recognizing the key parts of complex problems—doesn't get lost on minor points or overlook important considerations.							
34. When things go wrong, he works to fix them instead of making excuses or trying to shift the blame.							
35. Motivates people who work for him to want to do their best.							
36. Has an impressive presence and manner—commands respect as a representative of the agency.							
37. Communicates very effectively in informal situations.							
38. Is an effective speaker—both in formal addresses and in question-and-answer sessions.							
39. His writing is clear, correct, and well organized.							

OCMMINST 12412.2

40. In adversary situations, is able to negotiate effectively to reach an acceptable solution.
41. Has a high level of energy.
42. Has a realistic perception of his own strengths and weaknesses.
43. Self-starting to influence events.
44. Performs well under stress and pressure.
45. Knows when to touch base with his superiors before acting and keeps them informed.
46. Cooperative in situations when a decision has been reached with which he did not agree.

HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A

OVERALL, HOW WOULD YOU EVALUATE THE APPLICANT'S POTENTIAL FOR ASSUMING EXECUTIVE/MANAGERIAL RESPONSIBILITIES IN THE REASONABLY NEAR FUTURE?

- ☐ HAS OUTSTANDING POTENTIAL
- ☐ HAS VERY GOOD POTENTIAL
- ☐ HAS GOOD POTENTIAL
- ☐ POTENTIAL IS MARGINAL
- ☐ NOT A POTENTIAL EXECUTIVE/MANAGER

RATER'S SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

Approved For Release 1999/09/24 : CIA-RDP82-00357R000800200020-4

EXECUTIVE/MANAGERIAL POTENTIAL APPRAISAL  
NAVSO 12412/5 (12-74)

THE OBJECTIVE OF EXECUTIVE AND MANAGEMENT DEVELOPMENT IS TO PROVIDE AN OPPORTUNITY FOR SELECTED EMPLOYEES AT GRADE GS-13/15 OR EQUIVALENT TO PREPARE FOR EXECUTIVE/MANAGERIAL RESPONSIBILITIES WITHIN THE DEPARTMENT OF NAVY.

THE PURPOSE OF THIS EVALUATION IS TO ASSESS THE POTENTIAL OF APPLICANTS TO BE EXECUTIVES/MANAGERS. YOUR EVALUATION, AS A FIRST- OR SECOND-LINE SUPERVISOR OF AN APPLICANT, WILL BE USED ALONG WITH OTHER INFORMATION TO SELECT THE FINAL GROUP OF PARTICIPANTS.

(1) APPLICANT'S NAME (LAST, FIRST, MI)	(2) APPLICANT'S SSN
(3) APPLICANT'S POSITION TITLE, SERIES AND GRADE	(4) AGENCY-BUREAU-DIVISION
(5) RATER'S NAME (LAST, FIRST, MI)	(6) RATER'S POSITION TITLE
(7) NO. MONTHS SUPERVISED APPLICANT	(8) DATE OF APPRAISAL

CHECK ONE: ☐ FIRST-LEVEL SUPERVISOR OF APPLICANT ☐ SECOND-LEVEL SUPERVISOR OF APPLICANT

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Approved For Release 1999/09/24 : CIA-RDP82-00357R000800200020-4

### INSTRUCTIONS

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1. Continuously seeks self-improvement through training, education, and volunteering for more difficult tasks/ assignments.
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4. Is thoroughly informed about agency goals and operations, and is knowledgeable about the internal agency organization.
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17. Can handle a lot of different problems at the same time.

[illegible]

OCMINSI 12412.2

	HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A
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45. Knows when to touch base with his superiors before acting and keeps them informed.
46. Cooperative in situations when a decision has been reached with which he did not agree.

HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A

OVERALL, HOW WOULD YOU EVALUATE THE APPLICANT'S POTENTIAL FOR ASSUMING EXECUTIVE/MANAGERIAL RESPONSIBILITIES IN THE REASONABLY NEAR FUTURE?

- ☐ HAS OUTSTANDING POTENTIAL
- ☐ HAS VERY GOOD POTENTIAL
- ☐ HAS GOOD POTENTIAL
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- ☐ NOT A POTENTIAL EXECUTIVE/MANAGER

RATER'S SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

Approved For Release 1999/09/24 : CIA-RDP82-00357R000800200020-4

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RATER'S SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

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EXECUTIVE/MANAGERIAL POTENTIAL APPRAISAL  
NAVSO 12412/5 (12-74)

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(5) RATER'S NAME (LAST, FIRST, MI)	(6) RATER'S POSITION TITLE
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CHECK ONE:

☐FIRST-LEVEL SUPERVISOR  
OF APPLICANT☐SECOND-LEVEL SUPERVISOR  
OF APPLICANT

EVALUATE THE APPLICANT ON EACH OF THE LISTED CHARACTERISTICS AND THEN GIVE YOUR BEST OVERALL ASSESSMENT OF HIS\* POTENTIAL FOR EXECUTIVE/MANAGERIAL RESPONSIBILITIES. YOUR EVALUATIONS SHOULD REFLECT ONLY YOUR PERSONAL JUDGMENT, SO PLEASE DO NOT DISCUSS YOUR RATINGS WITH OTHERS.

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## INSTRUCTIONS

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	HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A
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2. Determines realistic EEO and other social objective needs and establishes affirmative action programs.							
3. Has a good understanding of the Federal personnel, budget, and contract and procurement systems.							
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10. Adjusts readily to changes in mission, policy, organization, and personnel.							
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12. Neither too pliant nor too rigid.							
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15. Foresees problems and takes necessary action to prevent their becoming critical.							
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# INSTRUCTIONS

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**EXECUTIVE/MANAGERIAL POTENTIAL APPRAISAL**  
NAVS0 12412/5 (12-74)

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(7) NO. MONTHS SUPERVISED APPLICANT	(8) DATE OF APPRAISAL

CHECK ONE: ☐ FIRST-LEVEL SUPERVISOR OF APPLICANT ☐ SECOND-LEVEL SUPERVISOR OF APPLICANT

EVALUATE THE APPLICANT ON EACH OF THE LISTED CHARACTERISTICS AND THEN GIVE YOUR BEST OVERALL ASSESSMENT OF HIS\* POTENTIAL FOR EXECUTIVE/MANAGERIAL RESPONSIBILITIES. YOUR EVALUATIONS SHOULD REFLECT ONLY YOUR PERSONAL JUDGMENT, SO PLEASE DO NOT DISCUSS YOUR RATINGS WITH OTHERS.

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OVERALL, HOW WOULD YOU EVALUATE THE APPLICANT'S POTENTIAL FOR ASSUMING EXECUTIVE/MANAGERIAL RESPONSIBILITIES IN THE REASONABLY NEAR FUTURE?

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**EXECUTIVE/MANAGERIAL POTENTIAL APPRAISAL**  
NAVSO 12412/5 (12-74)

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(3) APPLICANT'S POSITION TITLE, SERIES AND GRADE	(4) AGENCY-BUREAU-DIVISION
(5) RATER'S NAME (LAST, FIRST, MI)	(6) RATER'S POSITION TITLE
(7) NO. MONTHS SUPERVISED APPLICANT	(8) DATE OF APPRAISAL

CHECK ONE:

☐

FIRST-LEVEL SUPERVISOR  
OF APPLICANT

☐

SECOND-LEVEL SUPERVISOR  
OF APPLICANT

EVALUATE THE APPLICANT ON EACH OF THE LISTED CHARACTERISTICS AND THEN GIVE YOUR BEST OVERALL ASSESSMENT OF HIS\* POTENTIAL FOR EXECUTIVE/MANAGERIAL RESPONSIBILITIES. YOUR EVALUATIONS SHOULD REFLECT ONLY YOUR PERSONAL JUDGMENT, SO PLEASE DO NOT DISCUSS YOUR RATINGS WITH OTHERS.

40. In adversary situations, is able to negotiate effectively to reach an acceptable solution.
41. Has a high level of energy.
42. Has a realistic perception of his own strengths and weaknesses.
43. Self-starting to influence events.
44. Performs well under stress and pressure.
45. Knows when to touch base with his superiors before acting and keeps them informed.
46. Cooperative in situations when a decision has been reached with which he did not agree.

HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A

OVERALL, HOW WOULD YOU EVALUATE THE APPLICANT'S POTENTIAL FOR ASSUMING EXECUTIVE/MANAGERIAL RESPONSIBILITIES IN THE REASONABLY NEAR FUTURE?

- ☐ HAS OUTSTANDING POTENTIAL
- ☐ HAS VERY GOOD POTENTIAL
- ☐ HAS GOOD POTENTIAL
- ☐ POTENTIAL IS MARGINAL
- ☐ NOT A POTENTIAL EXECUTIVE/MANAGER

RATER'S SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

OCMMINSI 12412.2

	HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A
18. Perceives the point of view and sensitivities of others and responds with understanding.							
19. Recognizes the importance of staff development and sees that his subordinates have appropriate developmental opportunities.							
20. Delegates appropriately—does not try to keep total control over everything himself, but at the same time insures that important matters are in competent hands.							
21. Is knowledgeable about modern developments in data processing to the extent of being able to see applications of data processing in his work.							
22. Promotes career development of employees.							
23. Plans effectively for the accomplishment of large-volume work projects.							
24. Follows through to make sure that work is on schedule.							
25. Sets priorities effectively.							
26. Is effective in thinking of new ideas and solutions.							
27. Is reliable—you can depend on what he says.							
28. Faces up to unpleasant problems and situations.							
29. Gets along well with people from a variety of backgrounds.							
30. Doesn't let personal antagonisms or "turf" conflicts get in the way of program accomplishment.							
31. Is good in "selling" his ideas and persuading people.							
32. Is open-minded—listens to the ideas of others and is willing to change his views.							
33. Good at recognizing the key parts of complex problems—doesn't get lost on minor points or overlook important considerations.							
34. When things go wrong, he works to fix them instead of making excuses or trying to shift the blame.							
35. Motivates people who work for him to want to do their best.							
36. Has an impressive presence and manner—commands respect as a representative of the agency.							
37. Communicates very effectively in informal situations.							
38. Is an effective speaker—both in formal addresses and in question-and-answer sessions.							
39. His writing is clear and well organized.							

OCMMINST 12412.2

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# INSTRUCTIONS

FOLLOWING IS A LIST OF CHARACTERISTICS WHICH ARE RELATED TO SUCCESS IN SOME OR ALL MANAGERIAL POSITIONS. FROM YOUR OBSERVATION OF THE APPLICANT'S BEHAVIOR, DECIDE HOW WELL EACH STATEMENT DESCRIBES HIM AND PLACE A ✓ IN THE APPROPRIATE COLUMN. IF YOU HAVE NOT HAD AN OPPORTUNITY TO OBSERVE THE APPLICANT ON A PARTICULAR CHARACTERISTIC, CHECK THE "NOT OBSERVED" COLUMN. IF YOU FEEL THAT THE CHARACTERISTIC DOES NOT APPLY TO THE TARGET POSITION, CHECK THE "N/A" COLUMN.

	HIGHLY DESCRIPTIVE	QUITE DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	ONLY SLIGHTLY DESCRIPTIVE	NOT DESCRIPTIVE	NOT OBSERVED	N/A
1. Continuously seeks self-improvement through training, education, and volunteering for more difficult tasks/ assignments.							
2. Determines realistic EEO and other social objective needs and establishes affirmative action programs.							
3. Has a good understanding of the Federal personnel, budget, and contract and procurement systems.							
4. Is thoroughly informed about agency goals and operations, and is knowledgeable about the internal agency organization.							
5. Understands how the work of other parts of the agency impinges on the work of his particular unit and knows when and with whom to coordinate.							
6. Is fully abreast of developments in labor management relations, and understands the role of unions and other employee organizations in his agency.							
7. Is both realistic and innovative in making long-range program plans.							
8. Recognizes when reorganization is desirable and is able to devise organizational structures which meet current needs.							
9. Establishes and uses controls to make certain work is proceeding properly.							
10. Adjusts readily to changes in mission, policy, organization, and personnel.							
11. Works effectively with peers in task forces or in other group settings.							
12. Neither too pliant nor too rigid.							
13. Makes quality decisions.							
14. Makes decisions readily but not without making sure of the facts.							
15. Foresees problems and takes necessary action to prevent their becoming critical.							
16. Broad-gauged in his approach to problems.							
17. Can handle a lot of different problems at the same time.							

**EXECUTIVE/MANAGERIAL POTENTIAL APPRAISAL**  
NAVSO 12412/5 (12-74)

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